

INDIVIDUAL ASSIGNMENT

Article: Project Management Methodologies and Failures

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Description and purpose: The need for economic reward and competitive advantage is fuelling technological change in most if not all organisations. More and more ICT innovations face shorter life spans, faster replacement and obsolesce. Unfortunately, most Organization's struggle to manage and institutionalise ICT projects successfully and furthermore struggle to create a sustainable ICT environment conducive to human and social needs. With many ICT projects failing dismally, CEO's are starting to demand answers. Being appointed as the new Chief Information Officer (CIO) of company XYZ, you are instructed to:

- 1) Write a seven to ten page article in which you debate what you consider to be the **most "applicable project management methodologies"** to use over the **next three to five years**. Taking into consideration the **requirements of internal and external clients**, and the **forces they represent**, debate why **organisations, portfolio, program and project managers should take note** and how they **should plan for, cater, and manage** (strategise) to **maximise all opportunities**, and **minimise all threats associated** with the project management methodologies that you identified.

Tip: Your focus should **not** only be on **current and future project management methodologies** such as **PROjects IN Controlled Environments (PRINCE2)**, **Agile**, **Rational Unified Process (RUP)**, **Six Sigma** etc., but also **bodies of knowledge such as PMBOK** and **governance frameworks** such as **COBIT** and **ITIL**. The gist would be to **deliver on time, in scope and according to budget**. A good starting point is a recap of **Henry Mintzberg's 5 C Model**, as well as the guide, **"writing an article"**.

or

- 2) Write a seven to ten page article in which you debate why, even with so many bodies of knowledge, methodologies, methods, best practices, frameworks and software tools, so many ICT projects continue to fail. Taking into consideration the requirements of internal and external stakeholders, and the forces they represent, debate what organisations, portfolio, program and project managers can do to ensure that ICT projects deliver on time, in scope and according to budget. In writing this reflection piece on your understanding of which guidelines a successful IT project should follow and why, you can use three recent case studies (from 2015 to date) of IT projects that failed, reasons for the failure, and the outcomes of the project. Only one of these case studies may be an example from your working environment/ experiences with IT projects while studying.

Tip. Make sure that your reasoning is well formulated, focused and scientifically based. Remember even though the focus for companies is towards lower cost, improved performance, economic sustainment, risk, competitiveness, customer experience and revenue growth, there are always politics, agendas, organisational maturity, culture, ethics, norm, and values and social responsibilities to be take cognisance of. Refer to the guide, **"writing an article"**.

Documentation: Your documentation should be professional and include the expected features such as a cover page, table of contents, list of figures, list of tables, content, and a reference list. For this you can use the NWU template available from the NWU library website.

Guidelines:

- Start with an introduction, provide a literature review on the topics and end with a conclusion.
- For the content, provide a minimum of five written pages (without figures), and a maximum of eight pages with figures.
- Show an understanding of the concepts by referring to the what, why, how, where, and when questions.
- Make sure that your content is argumentative, and that there is a logical flow or central theme.
- Read and reference good sources. Use both academic and online sources. If news websites are used to provide context to recent IT projects, make sure to find at least one additional source that will corroborate the information given.
- Remember to add in-text references as well as reference list entries.
- A professional document is neatly presented. Remove any unnecessary white space or “enters”. Do not edit the font sizes in the template.

General tips:

- The words chapter, figure, section and table always start with a capital letter when referring to a specific instance, for example, “This can be seen in **Figure 1.3**” vs “This can be seen in the **figure** below”.
- Table headings appear above the table and figure headings below the figure.
- Tables and figures are centred but their headings should be left aligned.
- If a table or figure is from a website, add the URL to the heading e.g. Figure 1.2: A theory of fun. <http://games/examples/co.za>
- Never refer to yourself as “I” e.g. “I have chosen this topic”. If you need to refer to yourself use ‘the researcher’ (but this should also be avoided as far as possible) – remember that it is a professional document.
- **!!!PARAPHRASE!!!**
- Make sure that all your references have corresponding in-text and reference list entries (this is automatically completed when using EndNote).

SUBMISSION INSTRUCTIONS

- Your article should contain 7 – 8 pages of written content. If figures are used, the number of pages should increase to a maximum of 10 – 11 pages so that there is still at least 7 pages of written content.

- The research report is due on Monday the 30th of March at 9h00 on eFundi.
- No late submissions will be accepted.
- Submit your document in WORD format – not pdf.
- Submissions go through Turnitin for a plagiarism check and must be submitted on eFundi – no submissions made via email will be accepted.

Note: A RUBRIC IS PROVIDED IN A SEPARATE DOCUMENT.

Good Luck!!